

THE **IKEA** **EDGE**

**Building Global Growth and
Social Good at the World's
Most Iconic Home Store**

ANDERS DAHLVIG



New York Chicago San Francisco Lisbon London Madrid Mexico City
Milan New Delhi San Juan Seoul Singapore Sydney Toronto

Contents

	Prologue	vii
	Introduction	ix
CHAPTER 1	The Four Cornerstones of a Good Business	1
PART 1	A Vision of Social Responsibility	
CHAPTER 2	Maintaining a Strong and Dynamic Corporate Culture	15
CHAPTER 3	Diversity: A Good Business Choice	31
CHAPTER 4	The Environmental Agenda	35
CHAPTER 5	The Market Perspective	49
PART 2	Differentiation through Control of the Value Chain	
CHAPTER 6	Creating a Unique Product Range	69
CHAPTER 7	Building a Supply Chain to Deliver Low Prices	79
CHAPTER 8	Efficient Retail Stores	91
CHAPTER 9	Effective Communication	97
CHAPTER 10	Working as <i>One Company</i>	101
CHAPTER 11	Staying on Track	113

PART 3	Market Leadership and a Balanced Market Portfolio	
---------------	--	--

CHAPTER 12	The Market Strategy	127
CHAPTER 13	The European Expansion	131
CHAPTER 14	Strengthening Ikea in the United States	135
CHAPTER 15	Developments in Russia and Asia-Pacific	139
CHAPTER 16	A Local Company or a Global Retailer?	149
CHAPTER 17	Global Expansion in Retail	153

PART 4	Building for the Long Term	
---------------	-----------------------------------	--

CHAPTER 18	The Financials	171
CHAPTER 19	The Role of the CEO	175
	Conclusion: Doing Good Business while Being a Good Business	185